



Tulsa Community College

2016-2020 Strategic Plan: Spring 2018 Update

MISSION: Tulsa Community College betters its community through the intellectual achievement, creative energy, and responsible citizenship of its students, faculty, and staff by their engagement in teaching, learning, and service opportunities that transform and enrich lives. Tulsa Community College commits to innovative, flexible, and affordable public higher education that responds to a dynamic global environment.

VISION: TCC will excel as an inclusive, engaged center of life-long learning that transforms the world by empowering learners intellectually, culturally, economically, and socially.

CORE VALUES: Integrity, Quality, Student Success, Excellence, Stewardship, Innovation, Diversity

| Strategy | Strategy Manager(s) | Council Assignment | Status | Achievements to Date | Next Semester Milestones |
|---|--|--------------------------|--------------------------------|--|---|
| Goal 1 (Academic Quality): Ensure Quality Instruction and Academic Support | | | | | |
| 1a: Recruit and hire additional full-time faculty members dedicated to student success | Cindy Hess | Academic Affairs Council | Completed | <p>One of the greatest achievements of this strategy is that hiring has been streamlined and is becoming a scheduled, routine, and consistent process. The early advertisement of positions allows us to recruit and select the best possible candidate, and it allows the candidate more time to adjust to their new position. Ensuring candidates have time to prepare for fall classes.</p> <p>Also, the review of all open faculty positions as a holistic process annually ensures we are filling positions thoughtfully in our areas of greatest need.</p> | <p>Continue institutionalization and continuous improvement.</p> |
| 1b: Institute a college-wide process for hiring part-time faculty members | Mike Limas and Lyn Kent | Academic Affairs Council | Planning / Development | <p>The major achievement of this strategy thus far is the recognition that the initial planning and development was not sufficiently far reaching.</p> | <p>To distribute the database to a targeted group of adjunct hiring supervisors and collect their input.</p> <p>To reconstitute the 1b core group and seek feedback on how to proceed with the database component that focuses on performance.</p> <p>To incorporate the credentials component into the database.</p> |
| 1c: Implement an institutional process for evaluating faculty, including ongoing classroom observations and reviews of credentials | Kevin David and Pam Kannady | Academic Affairs Council | In Progress On Schedule | <p>Creating a new faculty performance review process based on an electronic portfolio that faculty can use to document their successes, goals, and professional experiences.</p> | <p>Next semester's milestones include training all full-time faculty on conducting peer observations so that observations can begin in Spring 2019.</p> <p>Additionally, minor edits to the portfolio template will be made based on faculty and department chair feedback.</p> |
| 1d: Increase consistency in course content, outcomes, and requirements across campuses and modes of delivery | John Gibson and TBD | Academic Affairs Council | In Progress On Schedule | <p>Academic Affairs Council voted to recommend and the Senior Vice President and Chief Academic Officer approved the Syllabus Template, an addition to the Syllabus Attachment, Syllabus Review Checklist, and the Syllabus Implementation and Review Process.</p> | <p>Next semester's milestones include training all full-time faculty on conducting peer observations so that observations can begin in Spring 2019. Additionally, minor edits to the portfolio template will be made based on faculty and department chair feedback.</p> |
| 1e: Increase access to quality tutoring and academic support labs | Sydney Teel, Josh Baker, and Randy Dominguez | Academic Affairs Council | In Progress On Schedule | <p>Creation of CRLA tutor training program</p> <p>Restructure of tutoring centers under Schools of Liberal Arts and Communication and Math/Science.</p> | <p>Corinice Wilson and Connie Hebert take the lead on the tutoring centers and Strategy 1e</p> <p>Implement new restructuring of the tutoring centers</p> <p>Six TCC employees attend CRLA Summer Institute/will change training program curriculum as necessary</p> <p>Implement first CRLA certification training sessions</p> <p>Continue testing online tutoring technologies to find the best solution for TCC</p> <p>Update website and promote services for Fall 2018 semester</p> |
| 1f/g: Expand the use of innovative and effective methods that promote student learning; Increase faculty development in pedagogy, assessment, and student accessibility | Joe Schicke and Cindy Shanks | Academic Affairs Council | Completed | <p>Achievements include the creation and implementation of a competency-based faculty development framework and program plan; communication efforts, including a new faculty development catalog, and a video about the plan; work on a design institute that will operate as an intensive course development seminar for the purpose of integrating active or high-impact practices into courses; assessment plans associated with all new Engaged Learning programs.</p> | |

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| Goal 2 (Student Centered Services): Enhance Student Centered Services and Processes | | | | | |
| 2a: Streamline college services and processes for incoming students | Eileen Kenney and Karen Jeffers | Guided Pathways Council | In Progress On Schedule | Streamlined, simplified communication that helps students understand their next steps, application for admission with academic schools and majors by school to help students identify Pathways, redesigned NSO with individual advising sessions and expanding the payment window and threshold of what "holds" an enrollment | The Answer Center will provide comprehensive, integrated student services and a prominent "front-door" for the Southeast Campus. Training for the Answer Center will begin in Fall and Answer Center Specialists should be ready to assume their new roles in the new facility in January. We will also begin exploring the feasibility of caseloads for other student service areas such as financial aid. |
| 2b: Improve customer service and communication for students | Jenny Beatie and David Poth | Student Affairs Council | In Progress On Schedule | Improved student services survey scores. | A task force is being organized comprised of representatives from all "student facing" functions. The plan is for that task force to meet in the next couple of weeks with the mission of identifying beneficial areas of training and recommending the best delivery format for the training (online, in-person, both, etc). Then training is targeted to begin in late July or early August. |
| 2c: Provide more personalized support services | Terri Alonso and Cheryl Elias | Guided Pathways Council | In Progress On Schedule | In just a few short weeks, after the spring semester outreach, the Career Advisors moved 52 students from undecided to a major. This is 12% of the total number moved to a specific major. | The Career and Retention Services department has applied for additional Carl Perkins Supplemental Grant funds for 2018-2019 with the following goals: Continue to collaborate with Nursing faculty on the use of ETS WorkFORCE employability readiness program. Expand use of InterviewStream to additional AAS/Workforce programs. Provide GCDF (now called CCSP) training and certification opportunities for new Career Services staff. Allow up to four Career Services staff to attend SoACE (Southern Association of Colleges & Employers) national conference. Strategize programming options for interview rooms in new Southeast Campus Student Success Center through technology. Expand relationships with faculty and administrators in Academic Schools through programming, activities, and events created by Student Services liaisons. Complete proposed redesign of TCC Career Services model. |
| 2d: Provide consistent student experiences across all campuses and locations | Terri Alonso and George Black | Student Affairs Council | In Progress On Schedule | Draft proposal is complete and will be submitted to Dr. Jan Clayton and Sean Weins by December 21, 2017. | Hire Answer Center Specialists. Create training modules for each area of service offered in the Answer Center. Begin the Starfish Connect implementation team led by the new Student Affairs technology manager. Starfish Connect will be used for check-in and student visit notes in the Answer Center and all front-facing student service areas. |

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| 2e: Initiate a college-wide process for strategically scheduling classes to meet student needs | Eileen Kenney and John Gibson | Academic Affairs Council | In Progress On Schedule | Development of a scheduling policy and procedures and full implementation of standard start and end times. | <p>Create a toolkit and step by step guidance and instruction regarding how to build a schedule for student needs.</p> <p>Effective 2018, afternoon classes will move from the 12:30 p.m. time slot to 1:00 p.m. to provide a break between morning and afternoon classes.</p> <p>Greater use of program mapping in schedule building.</p> <p>Continue to pursue transitioning the review of scheduling from the Committee to Schools and campuses to ensure that students are able to get a full schedule of course offerings.</p> |
| 2f: Create clear degree plans and pathways to completion for each academic program | Tracy Skopek and Molly Farley | Guided Pathways Council | In Progress On Schedule | Review process working and MAP's and catalog uploaded in new system. Students can use Degree Works. | <p>Review the review process.</p> <p>Review MAP's to determine what additional items need refined.</p> <p>Upload updated MAPs and catalog materials.</p> |
| 2g: Implement policies that foster persistence and completion | Jan Clayton and John Gibson | Student Affairs Council | In Progress On Schedule | On-time enrollment, mandatory academic advisement, mandatory new student orientation, academic degree plans, increasing the ratio of academic advisors to students, as well as the development of a scheduling policy and procedures and full implementation of standard start and end times are some of the biggest achievements so far. | <p>By the end of June 2018, 22 additional academic advisors will be hired with funds donated through the Foundation Campaign. The new ratio of student-to-advisor will be 300 to 1 which will meet a Key Performance Indicator within the Strategic Plan a year in advance.</p> <p>The College will begin the process to implement Starfish Connect, a software that will provide the ability to track and manage student traffic, and create a scheduling toolkit with step by step guidance and instruction on how to build a schedule for student needs.</p> |
| 2h: Improve entry-level placement process and developmental education | Joshua Baker, Cathy Bankston, Lyn Kent, and Tracy Skopek | Guided Pathways Council | In Progress On Schedule | The implementation of the TCC Mathways Project was a success. English implemented new placement processes. | <p>Math - Initiate and oversee any necessary changes to placement tests and cut scores. Include evaluation of multiple measures and recommendations.</p> <p>Investigate compliance with OSRHE rules for placement and timely completion of developmental education requirements and develop recommendations.</p> <p>Math - Initiate and oversee any necessary changes to developmental education course offerings for Fall 2018 enrollment, and annually. Review attendance policies.</p> <p>English - Continue to analyze data on corequisite model to make informed decisions as we move forward in the future.</p> <p>English - Continue discussion to change course designation to replace ENGL 0903 with READ 0903 and ENGL 0913 with READ 0913.</p> <p>English - Initiate any changes to course offerings for Fall 2018 based on new placement testâ€œNext-Gen Acuplacer.</p> |
| 2i: Provide students access to affordable, quality textbooks and course materials | Jennifer Kneafsey | Administrative Operation Council | In Progress/On Schedule | <p>OpenStax books will be used in over 100 sections of TCC courses for Fall 2018, which will exceed our estimate of saving TCC students \$500,000/year in textbook costs, based on standard OER calculations.</p> <p>The First Year Experience textbook is also an OER, further increasing the impact, which includes reduced financial stress and in some cases reduced debt incurred by students in courses that have adopted OER.</p> | <p>Assist faculty with using the legacy documents about how to adopt or develop an Open Educational Resource that will be placed on the TCC Library Reference Guide site.</p> <p>Find a long-term funding source for purchase of one desk copy for each full-time and part-time instructor who adopts an OpenStax textbook.</p> |

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| Goal 3 (Performance Based Culture): Advance a Performance-Based Culture Built on Data Informed Decisions and Continuous Improvement | | | | | |
| 3a: Develop and implement an institutional effectiveness plan including the assessment of all college operations, programs, and activities | Kevin David and Cyndie Marshall | Institutional Effectiveness Council | In Progress On Schedule | Revising the academic program review process to make it more meaningful for faculty and academic departments. Creating an integrated planning cycle to serve as an IE plan and to integrate strategic planning, budgeting, and assessment of operations and student learning. | Regarding program review, continue to beta-test the new process in Improve, making adjustments as needed in preparation for full-scale implementation in Fall 2019. Regarding an IE plan, during 2018-19 the College will phase-in a new integrated planning model that will include ongoing assessment of operations and action plans for each council and department. |
| 3b: Improve college-wide assessment of student learning outcomes | Jennifer Ivie and Jose Dela Cruz | Institutional Effectiveness Council | In Progress On Schedule | Transitioning to TracDat. Collecting data across the college for ILO 1. | Student Affairs: Begin to work with the Nuventive to customize system for Student Affairs structure and processes Complete Student Affairs Annual Report for AY18 Review assessment data on the communication ILO Begin assessment activities for AY19 Academic Affairs: Full-time faculty will report Critical Thinking data for Summer classes in TracDat - Deadline - End of summer semester Spring 2018 data prepared for Fall 2018 department discussions - End of July 2018 Nuventive Analytics Reports built for programs - End of July 2018 Department meetings to discuss assessment data - September-November 2018 All faculty (full-time and part-time) will report Critical Thinking data for Fall 2018 - Deadline End of Fall 2018 semester Action plans created in TracDat - September 2018 |
| 3c: Analyze the organizational structure and make changes necessary to maximize institutional efficiency, integration, and effectiveness | Bill Ivy | Institutional Effectiveness Council | Completed | Council and Committee Structure We were able to fully implement for start of new academic year as planned. AA and SA reorgs are showing results for students. | |
| | | | Completed | Academic Affairs Reorganization | |
| | | | Completed | Student Affairs Reorganization | |
| 3d: Create and implement a strategic enrollment management plan | Eileen Kenney | Student Affairs Council | In Progress On Schedule | Many of the SEM strategies overlap with the College's Strategic Plan and our Pathway's work. Some of the biggest accomplishments include: fully utilizing Hobson's Connect, implement a comprehensive communication campaign-- including a hard-copy admission letter; expansion of textbook options for students, refining entry level placement, professional development for advisors, expanding on-side admission, and investing in international recruitment. | Continue to focus on the three areas/strategies listed above and formulate action steps based on sub-committee recommendations, institutional data and student feedback. |

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| Goal 4 (Employee Development): Strengthen Employee Diversity, Training, Accountability, and Compensation | | | | | |
| 4a: Recruit and retain quality employees who reflect the diversity of the local community | Eunice Tarver, Shawn Liggins, and Sandy Cooper | Administrative Operation Council | In Progress Behind Schedule | Training for Faculty Search Committees | Two strategy managers attending training on Diversity Recruitment Strategies. |
| 4b: Attract and retain talented employees through competitive salaries and benefits | Sandy Cooper, Jeff Owens, and Christa Harris | Administrative Operation Council | In Progress On Schedule | Faculty Equity Adjustments Change from state insurance benefits saving \$1 million in 2017 | Determine future benefit plan changes (if any) for 2019. Complete Staff Equity Review Begin Market review for all positions |
| 4c/e: Implement a comprehensive training system for new and existing employees; increase professional development for all employees | Sandy Cooper and Mary Sirkel | Administrative Operation Council | In Progress On Schedule | Launch of Skillssoft on-line training system | Define other training needs and prepare the catalog of learning programs that support TCC's core values Continue to revamp Supervisor 101 class and provide other leadership opportunities Focus group for FY19 planning Complete first year of Administrative Assistant training programs; evaluate program and offer additional training opportunities |
| 4d: Improve internal communication processes regarding institutional decisions | Paula Settoon and Lindsay White | Institutional Effectiveness Council | In Progress On Schedule | Achievements include population of documents (and successful audit) of the council and committee structure repository and Irefinements of My TCC portal. | Implement content management plan for My TCC portal. Vet communication guidelines with more stakeholders. Audit council and committee repository and ensure all items are up to date by July 31. Clarify and articulate the responsibilities and expectations of supervisor's communication with their staff after SABO. Facilitate said communication process with streamlined information. |
| 4f: Revise the performance appraisal process with a stronger emphasis on employee development and accountability | Sandy Cooper and Sean Weins | Administrative Operation Council | Completed | | |

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| Goal 5 (Resources): Ensure Financial, Physical, and Technological Resources are Adequate to Support Educational Programs | | | | | |
| 5a: Implement a transparent process to allocate resources based on strategic priorities and the productivity of programs | Mark McMullen | Institutional Effectiveness Council | Planning / Development | The budget has become more accessible to every area of the College. | Begin the work within the IPC to develop the new cycle of budgeting. Begin linking strategic planning to the budgeting process. |
| 5b: Evaluate the sustainability and cost effectiveness of offering courses at all locations | Mark McMullen, Steven Cox, and Qi Moss | Institutional Effectiveness Council | Completed | | |
| 5c: Increase financial contributions from private and public sources to support programs and operations | Lauren Brookey | External Affairs Council | In Progress On Schedule | Reached 72% of the goal within five months. High level community Foundation involvement. | Expectation for public announcement in the early fall (Sept. 2019) to achieve balance of campaign goal. |
| 5d: Update the facilities master plan to include improvements and necessary repairs with a focus on accessibility | Steven Cox and Qi Moss | Administrative Operation Council | In Progress On Schedule | Achievements include improving the Metro parking lot and sidewalks college-wide for improved access for all students, faculty, and staff. Additionally on-going infrastructural improvements and the Student Success and Career Center construction project will serve TCC well for many years to come. | Milestones include improving the parking lot at the NEC, numerous infrastructure improvements college-wide such as chiller and generator replacements, and installation of lighting along a sidewalk at the West Campus. Continue improving signage, including the NEC Academic Building. |
| 5e: Increase efforts to ensure campus safety | Gene Wideman, Heather Hancock, and Matt Sharpe | Administrative Operation Council | In Progress On Schedule | Campus police moved from analog to digital communication, the Safety Task Force has been researching security best practices, and Safe Schools have reassessed areas that the college has been using as "tornado shelters". This assessment will guide the new placement of Areas of Refuge, signage for the new spaces, new announcements being created and continued training on the Areas of Refuge. | The Safety Task Force will focus on facility access control, cameras, exterior doors, prevention, and education. We will be implementing Safe Schools recommendations. |
| 5f: Increase efficiency and sustainability through paperless forms and processes | Michael Siftar | Administrative Operation Council | In Progress On Schedule | The migration of Performance Reviews and Leave Approvals from paper forms to an online workflow have improved data accuracy and accountability while contributing to sustainability through the reduction in paper usage. | Production deployment of Employee Tuition and Fees Waiver process. Development and deployment of revised Vehicle Use form. Review of Form Finder and implementation of remaining processes that don't require time intensive user acceptance testing. |
| 5g: Utilize technology that best serves the mission and needs of students and employees | Michael Siftar | Administrative Operation Council | In Progress On Schedule | Migration of Blackboard to SaaS environment in order to take advantage of new features and improve operational availability. Launch of Banner 9 and DegreeWorks. Significant upgrades to MyTCC. Infrastructure improvements including a Disaster Recovery environment for redundancy and continuity of operations in case of emergency. Implemented a new print management solution and consolidated the number of desktop printers. Formation of TCC InfoSec program and progress made on Cyber Security roadmap. | Complete Windows 10 roll-out. Complete Virtual Desktop Infrastructure analysis of alternatives. Complete classroom technology gap assessment. Deploy Banner 9 Administration Applications. Initiate wireless infrastructure replacement project. Activate new centralized logging and event notification system. Implement new remote data backup system. Deploy Microsoft Advanced Threat Protection with Phish Hunter. Complete NEC cabling work and migrate C4C to VOIP phones. |

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| Goal 6 (Community Partnerships): Optimize Community Partnerships and Outreach | | | | | |
| 6a/b: Strengthen partnerships with local businesses on workforce program development; implement a comprehensive system of analyzing workforce trends to ensure programs are meeting the local community's needs | Patrick Green | Academic Affairs Council | In Progress On Schedule | It is a big achievement that labor market data will be included in our program review process and that, as part of our program review, TCC will be considering employability and demand for students in a given major. Re-launching the advisory committee appreciation breakfast has also been a great achievement for this strategy. The breakfast serves as a great demonstration to our employer partners of the value of their input on our programming. | To be developed by new VP |
| 6c: Increase student recruitment efforts, emphasizing traditionally underserved students and regions experiencing population growth | Libby Adjei and Rachael Achivare Hill | Student Affairs Council | In Progress On Schedule | The two College Achievement Summit yielded over 400 students in attendance. We completed our third year of the LEAP Program at McLain and we completed our first year of LEAP at Central. We have increased the number of partnership for each summit from one for each summit to several (A Pocketful of Hope, Greenwood Cultural Center, 100 Black Men, Osage Nation, Creek Nation and the Cherokee Nation.) | Diversity Outreach Program: We are hosting the College Achievement Summit partnering with the NAACP and other organizations. MASH Camp Reunion (this is reunion is for students that have participated in the last three camps). Admission & Prospective Student Services has hired an Admission Assistant to increase outreach efforts to adult/non-traditional prospective students (this is the greatest area of need for first-time entering recruitment). We are working with Workforce Development to identify area employers with tuition reimbursement programs and establish site visits to promote enrollment. We are also partnering with TRiO EOC to conduct On Site Admission workshops with area GED sites. |
| 6d: Work with local high schools to improve college readiness | Lissa Steadley and Mary Cantrell | Academic Affairs Council | In Progress On Schedule | Union ECHS serving at least 70% low SES and first generation students in both cohort 1 and cohort 2. Additionally, we have integrated the strategic goal 6d into the broader college goals through collaborations: Collaborative with Engaged Learning for adjunct Professional Development (required for dual credit off campus faculty) Collaborative(w/high school faculty & TCC faculty) curriculum development projects: English transition and College Preparatory course Collaborative with AEP STEM grant staff - possible math pilot | Launch ECHS cohort 1 at Union HS and the College Preparatory curriculum with cohort 2. Complete postmortem of summer bootcamps, bridges, report ECHS preliminary data, and develop branded materials. Launch Dual Credit to College Degree cohort 1 at Broken Arrow. Complete Degree Map. Develop branded materials with NSU and BA. Begin informational meetings for cohort 2. Schedule one high school to adopt the full year College Preparatory curriculum Write and submit for consideration a math 1513 transition course "pilot" / co-requisite pilot |
| 6e: Create a seamless process for university transfer through systematic development and monitoring of articulation agreements with four-year partners | Cindy Hess and Cyndie Marshall | Academic Affairs Council | In Progress On Schedule | Meeting with other Tulsa area four-year partners and Gardner to begin the Foundations of Excellence Transfer project | Host initial meeting with dimension leads for Gardner Institute (May 2018) Complete Current Practices Inventory for Gardner Institute (June 2018) Host launch meeting with Gardner and Tulsa Collaborative group (Sept 2018) Host TCC transfer brainstorming workshop (Oct 2018) Complete first draft dimension reports (Dec 2018) |

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|---|---------------------|--------------------------|------------------------------------|--|---|
| Goal 7 (Marketing): Enhance Marketing and Communication of Programs and Services | | | | | |
| 7a: Redesign the website to ensure accessibility and a user-friendly experience | Kari Shults | External Affairs Council | Completed | | |
| 7b: Increase strategic marketing of programs to the appropriate audiences by all stakeholders | Kari Shults | External Affairs Council | In Progress On Schedule | Creating new marketing materials for various programs and having clear direction that it is not a college-wide priority. | We are creating and printing the new school brochures this summer and should be implemented in the fall semester. |
| 7c: Reevaluate advertising campaign | Kari Shults | External Affairs Council | Completed | | |